CORPORATE STRUCTURE

As at 11 March 2022

TUAN SING HOLDINGS LIMITED

SUBSIDIARIES	ASSOCIATES/ JOINT VENTURES	TRUSTS
68	15	3

REAL ESTATE INVESTMENT

Gerbera Land Pte. Ltd.

Oxley Development Pte Ltd

Pemimpin Properties Pte. Ltd.

Superluck Properties Pte Ltd

Grand Hotel Company Pty Limited[(2)(4)]

Grand Hotel Management Pty Limited (as trustee)[(2)(4)]

Habitat Properties (Shanghai) Ltd.[(2)]

PT Karawang Outlet Mall (50%)[(1)(2)]

REAL ESTATE DEVELOPMENT

Calypso Construction Management Pte. Ltd.

Clerodendrum Land Pte. Ltd.

Dillenia Land Pte. Ltd.

Episcia Land Pte. Ltd.

TSRC Novena Pte. Ltd. (70%)[(1)(2)]

PT Goodworth Investments (90%)[(1)(2)]

PT Titian Damai Mandiri[(2)]

Sanya Summer Real Estate Co Ltd (7.8%)[(1)(2)]

HOSPITALITY

Grand Hotel Company Pty Limited[(2)(4)]

GH Operations Pty Ltd[(2)]

HR Operations Pty Ltd[(2)]

Grand Hotel Management Pty Limited (as trustee)[(2)(4)]

INDUSTRIAL SERVICES

SP Corporation Limited (80.2%)[(1)(3)]

SPRI Pte. Ltd. (f.k.a. SP Mining & Engineering Pte. Ltd.) (80.2%)[(1)(2)]

OTHER INVESTMENTS

Gul Technologies Singapore Pte. Ltd. (44.5%)[(1)(2)]

Gultech (Jiangsu) Electronics Technologies Co., Ltd (36.7%)[(1)(2)]

(1) Effective interest is shown if ownership is not 100%
(2) Indirect ownership
(3) Public listed company
(4) Grand Hotel Company Pty Limited and Grand Hotel Management Pty Limited are engaged in both Real Estate Investment and Hospitality businesses

Mont Botanik Residence, Singapore

CORPORATE DATA

BOARD OF DIRECTORS
Richard Eu Yee Ming, *Chairman*
William Nursalim alias William Liem, *Chief Executive Officer*
Michelle Liem Mei Fung
Cheng Hong Kok
Ooi Joon Hin

AUDIT AND RISK COMMITTEE
Ooi Joon Hin, *Chairman*
Richard Eu Yee Ming
Michelle Liem Mei Fung

NOMINATING COMMITTEE
Richard Eu Yee Ming, *Chairman*
Cheng Hong Kok
Michelle Liem Mei Fung

REMUNERATION COMMITTEE
Cheng Hong Kok, *Chairman*
Michelle Liem Mei Fung
Richard Eu Yee Ming

WHISTLE-BLOWING COMMITTEE
William Nursalim alias William Liem, *Chief Executive Officer*
Tan Choong Kiak, *Group Chief Financial Officer*
Peggy Wong, *General Counsel*
Alexander Loh Kim Leng, *Director, Group Human Resources*
Email: whistle-blowing@tuansing.com

COMPANY SECRETARY
Leow May Cin

REGISTERED OFFICE
9 Oxley Rise
#03-02 The Oxley
Singapore 238697
Tel: (65) 6223 7211
Fax: (65) 6224 1085

SHARE REGISTRAR
B.A.C.S. Private Limited
77 Robinson Road
#06-03 Robinson 77
Singapore 068896
Tel: (65) 6593 4848
Fax: (65) 6593 4847

GROUP EXTERNAL AUDITORS
Deloitte & Touche LLP
6 Shenton Way
OUE Downtown 2 #33-00
Singapore 068809
Tel: (65) 6224 8288
Fax: (65) 6538 6166
Partner-in-charge: Yang Chi Chih
(Appointed in 2021)

GROUP INTERNAL AUDITORS
PricewaterhouseCoopers Risk Services Pte. Ltd.
7 Straits View, Marina One
East Tower, Level 12
Singapore 018936
Tel: (65) 6236 3388
Partner-in-charge: Ng Siew Quan

PRINCIPAL FINANCIERS
United Overseas Bank Limited
DBS Bank Limited
Commonwealth Bank of Australia

SHARE LISTING INFORMATION
Counter name: Tuan Sing
SGX code: T24
Bloomberg code: TSH:SP